Leadership & Management

Reading for Lesson 5:
Developing Leadership Vision

Reading Objectives

1. The student will comprehend the desirable characteristics in a leader's vision.

2. The student will comprehend the role each of the following play in a leader's vision:

    1) Mission Statement
    2) Strategic/Performance objective
    3) Value statement
    4) Slogan

Reading Objectives

3. The student will know and comprehend the Guidelines for Formulating a Vision.

4. The student will know the three considerations of effective visionary leadership and explain why they are important.

5. The student will know and comprehend the four “E’s” of visioning skills.

Discussion Objectives

1. The student will comprehend the role that each of the following play in a leader's vision:
    a) Mission Statement
    b) Strategic/Performance objective
    c) Value statement
    d) Slogan

Discussion Objectives

2. The student will know and comprehend the Guidelines for Formulating a Vision.

3. The student will apply the concepts of this chapter to develop a vision for the NROTC Battalion (or Platoon or Squad.)

Desirable Vision Characteristics

- Simple and idealistic
- Appeals to values
- Emphasis on distant ideological objectives
- Challenging, but realistic.
- Can be communicated in < 5 minutes

Vision Components

- Mission Statement
  - What will be achieved, why it is worthwhile how it can benefit
- Strategic / Performance Objectives
  - Milestones that must be passed to meet the ideological objectives

Vision Components

- Value Statement
  - List of Values -- how they are related and how they will be expressed.
- Slogan
  - Summarize values in simple terms.
  - Overemphasis of slogans can trivialize the vision.

Guidelines to Formulate a Vision

- Involve key stakeholders such as senior officers, peers, senior enlisted, subordinates
- Identify strategic objectives with wide appeal looking for shared values and ideals
- Identify relevant elements in the old ideology that may be worthy of preservation in the foreseeable future

Guidelines to Formulate a Vision

- Link the vision to core competencies
- Evaluate the credibility of the vision
- Continually assess and refine the vision, including looking for ways to make the vision more appealing and credible.

Three Considerations of Effective Visionary Leadership

- The leader’s personal characteristics
- The leader’s behavior
- The situation

4 “E’s” of Visioning Skills

- Express by behavior the sequence of actions to be taken to realize the vision.
- Explain the vision to others in such a way that others can embrace the vision as their own.

4 “E’s” of Visioning Skills

- Extend the vision’s applicability to a variety of situations to be implemented in several ways across different units.
- Expand the vision to make it applicable in many different ways in a broad range of circumstances throughout the entire organization.